Sample Outline for a Planning Scope of Work

1. PLANNING PROCESS

The Scope of Work (SOW) should describe the overall process that will be used to develop the hazard mitigation plan or section(s) thereof. This element should include the following information:

- What – establish specific actions to be performed (e.g., hold public meetings and workshops to develop plan goals and objectives; solicit input regarding the feasibility of potential mitigation measures for each hazard and the prioritization of mitigation projects; review the final draft of the hazard mitigation plan);
- Who – identify who will be involved in the planning process and what function(s) each will perform (e.g., who has overall responsibility for developing the hazard mitigation plan? what tasks will be assigned to contractors? How will voluntary organizations support the planning effort?);
- How – identify the means by which each action will be accomplished (e.g., meetings, workshops, research, document reviews, public input and comment);
- When – specify the timeframe for completion (e.g., starting and completion milestones for each task, identified as number of calendar days after date of award); and in the case of a multi-jurisdictional hazard mitigation plan, discuss how each jurisdiction will participate in the planning process.

2. RISK ASSESSMENT

The risk assessment provides the foundation for identifying and prioritizing appropriate mitigation actions. The risk assessment may provide different levels of information. Risk assessments in new hazard mitigation plans are typically based on existing data that is readily available in the public domain (e.g., Internet, public libraries, government agencies). Related activities include data collection, data analysis and data conversion. HAZUS and supporting systems are tools that can be useful in this endeavor. Risk assessments that require additional research and analysis, as well as extrapolation from existing data are more often developed as part of an update or upgrade of a plan and sometimes require special expertise such as GIS mapping capabilities.

The SOW must describe how the risk assessment component of the hazard mitigation plan will be developed so as to provide sufficient information to enable the applicant to identify and prioritize appropriate mitigation actions. As described in FEMA Publication 386-2, Understanding Your Risks, the risk assessment process has four phases:

- Phase 1 - identify hazards to determine which phenomena may impact the planning area;
- Phase 2 - profile the relevant hazards to understand their potential consequences;
- Phase 3 - identify assets such as structures, functions, and populations that are subject to losses or damage by the identified hazards; and,
- Phase 4 - estimate the potential losses that can result from occurrences of each type of hazard.

3. HAZARD IDENTIFICATION AND PROFILING

The SOW should specify how the Applicant or Sub-applicant intends to obtain information and data on the hazards to which the planning area is susceptible, describing what data is already available – if any – and how this information will be updated and/or augmented as part of the planning activity proposed in the sub-application. If possible, the SOW should identify the natural hazards that the jurisdiction will address in the hazard mitigation plan, and if any hazards present an obvious threat but will not be covered in the hazard mitigation plan and explain why. Mapping of hazard areas should also be addressed if applicable, because while maps are not required in hazard mitigation plans, their use supports planners' decision making. FEMA recognizes that the purpose of the hazard identification process is to discover this type of information and that the Applicant or Sub-applicant may make final decisions regarding treatment of certain hazards only after the risk assessment is underway or completed. FEMA recommends that the SOW address this contingency. Multi-jurisdictional hazard mitigation plans should include identification both of hazards that could affect the entire planning area as well as those that are specific to individual participating jurisdictions.

4. VULNERABILITY ASSESSMENT

The SOW should specifically discuss the ways in which the Applicant intends to identify the types and numbers of structures, functions, and populations that are subject to losses or damage by the identified hazards. For example, it should contain a description of the intended methods and locations for conducting research and obtaining data (e.g., windshield surveys, state or regional databases, universities, etc.) and an identification of who will perform the research. The SOW should also present the methodology by which it intends to determine vulnerability of structures and calculate losses, and it should identify who will be responsible for this activity. If maps will be used in the hazard mitigation plan to depict elements of vulnerability, the SOW should include a description of the ways in which the data will be integrated onto these maps and of the methodology for the mapping (e.g., use of acetate and paper maps or contracting for GIS support). These discussions should include a review of any data that is already available (e.g., critical facilities inventory, land use plans and development regulations) and a description of how the Applicant or Sub-applicant will update and/or augment this information as part of the grant work. For multi-jurisdictional hazard mitigation plans, the SOW should provide this information in such a way that each participating community is addressed.

5. HAZARD MITIGATION STRATEGY

The hazard mitigation strategy provides the jurisdiction's blueprint for reducing the potential losses identified in the risk assessment, and the SOW should contain a description of the process by which the strategy will be developed and an identification of the participants in that process. In particular, the SOW should

describe the development of goals and objectives that focus on reducing the risks from the identified natural hazards as well as the process by which a comprehensive range of mitigation actions will be identified, analyzed, prioritized, and implemented. For example, the SOW should describe how the community intends to develop a consensus on the goals and objectives of the hazard mitigation plan and on the project priorities (e.g., via surveys, public meetings, and workshops). For multi-jurisdictional hazard mitigation plans, each participating jurisdiction must have a local mitigation strategy specific to its exposure as described in the risk assessment.

6. ADDITIONAL STATE REQUIREMENTS (LOCAL PLANS ONLY)

Sub-applicant should identify and include in the SOW the methodology to address any additional requirements set by the Applicant, if applicable.

7. WRITING THE PLAN DOCUMENT

The SOW should address who will write the plan document and whether this will be accomplished using a contractor. It should specify all steps to be taken from initial draft to final publication and should describe how the document will be reviewed by the community, the State, and the FEMA Regional Office. This includes a description of the intended number of drafts to be produced based on the anticipated process of reviews and revisions. The SOW should allow time for these reviews, as well as for revisions and re-submission if necessary, into the work schedule. Experience has shown that it may be helpful to obtain a courtesy review by the appropriate FEMA Regional Office prior to formal adoption so that any necessary revisions can be made prior to final executive review.

8. PLAN ADOPTION AND APPROVAL

The SOW should describe the process by which the Applicant will document that the hazard mitigation plan has been formally adopted by the governing body of the jurisdiction (or of each jurisdiction requesting approval, if the hazard mitigation plan is multi-jurisdictional). For example, local hazard mitigation plans will be submitted to the State emergency management agency for review, then forwarded to the FEMA Regional Office for final review and approval, while State hazard mitigation plans will be submitted to FEMA Regional Office for review and final approval; when a hazard mitigation plan has been determined to meet all applicable requirements, FEMA considers it “approvable pending adoption,” at which point the jurisdiction can formally adopt the plan with the assurance that FEMA will approve it as soon as documentation demonstrating adoption is provided.

9. SAMPLE WORK SCHEDULE

Task	Calendar Days from Award		Responsible Party
	Start	Complete	
Appoint a planning team	0	45	In-house
Risk assessment - hazard identification & profiling	30	120	Contract with Acme Plan Co.
Risk assessment – asset identification and loss estimation	90	290	In-house
Develop mitigation strategy	200	300	In-house
Complete draft plan	300	500	In-house
Review/revision of draft plan	500	830	State EMA/FEMA/In-house
Plan adoption	850	1000	In-house
Plan to FEMA for approval	1005	1095	FEMA
Total duration	1095		

10. KEY QUESTIONS

As the planning SOW is developed, keep the following questions in mind and address them in the Scope of Work:

- Have you included all available documentation to support the various aspects of the plan?
- To the best of your knowledge, are you confident that the activities for which you are seeking funding are not a duplication of any previous activities taken by your organization or any others? Explain the process that you have gone through, and the entities you have consulted with, to ensure that you are not duplicating any prior, ongoing, or planned efforts.
- Have you explained the data deficiencies that exist in your current hazard mitigation plan's risk assessment, and how the activities you are proposing will help to remedy these deficiencies? In other words, how will these activities make your existing hazard mitigation plan better?
- How will the activities proposed be incorporated into your organization's hazard mitigation plan? What products will you produce? Explain the timeframe for undertaking these activities and the milestones you wish to achieve to complete the hazard mitigation plan's update. Identify the staff positions that will be utilized during the various stages in the process. Who has responsibility for ensuring the overall coordination and approval of the hazard mitigation plan?
- Are there any aspects to the proposed planning activity that may affect the performance period?
- Can you anticipate any delays, problems or adverse conditions that may affect your ability to complete the objectives of the planning sub-application?

- What efforts will you make to share both the product(s) of your activities and your updated or upgraded hazard mitigation plan with others, both inside and outside of your organization?
- Effectively utilizing GIS requires time, commitment, and someone who will assume a leadership role for developing and promoting its use within your organization. Does your organization have the resources and capability (e.g., staffing, technical capability, software, hardware) needed to ensure the success of the GIS activities for which you are seeking funding? Explain.